L’esperienza di DIA Group

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CCO Chief Customer Officer
DIA Group
WHERE HAVE WE COME FROM?
10 RAZONES por qué **Dia** puede **VENDER MAS BARATO**

- **NO DAMOS BOLSAS.**
- **NO USAMOS ESTANTERIAS.**
- **NO MARCAMOS LOS PRECIOS EN LOS PRODUCTOS.**
- **NO TENEMOS ADORNOS.**
- **NO TENEMOS ESTABLECIMIENTOS LUJOSOS.**
- **NO TENEMOS PERECEDEROS.**
- **TENEMOS EL PERSONAL JUSTO.**
- **TENEMOS MARGENES MUY REDUCIDOS.**
- **QUEREMOS VENDER MUCHO.**
- **TODAS LAS ECONOMIAS DE NUESTRA GESTION COMERCIAL LAS REPERCUTIMOS EN LOS PRECIOS.**
AN UNWRITTEN RULE...

DO NOT SPEAK TO CUSTOMERS

Productivity is the priority
WHAT WE WERE FACED WITH

DiA Alcampo Mercadona Lidl
NPS -15 7 8 20
NPS KANTAR 2016 (CLIENTES Y NO CLIENTES)
WE BEGAN TO UNDERSTAND THE CUSTOMER EXPERIENCE

Identified 67 pain points:

- 6.1: Falta de existencias del producto en oferta
- 10.1: Mucha cola y cajas cerradas
- 10.2: Cajeras poco agradables y poco cercanas
- 10.4: El cliente se siente presionado/agobiado
- 4.3: Disponibilidad o mal estado de los cestos, carros o taquillas
- 5.1: Falta de productos
- 5.2: Escasez de surtido y variedad
- 8.2: Dificultad para encontrar personal para ayuda
- 3.2: Mala imagen exterior
Assessing ourselves from the customer’s point of view

Every interaction
Every store
Every employee

Custom insights
Prioritised actions
In real time
THE CUSTOMER’S VOICE AS AN ENGINE FOR CHANGE

664,757 SURVEYS launched via the app and website since the program began

Adapted to the customer’s shopping basket and store type

Gathered +200,000 responses
THE CUSTOMER’S VOICE AS AN ENGINE FOR CHANGE

With more than 75% of issues resolved successfully

Including personalised customer information at every level

Store supervisors make calls to the biggest detractors within 48 hours
NOW THE WHOLE ORGANISATION SPEAKS TO CUSTOMERS!

Customers now have ALL the power
RESULTS & SUCCESSES

STRATEGIC IMPACT
NPS is now an exec. KPI

OPERATIONAL IMPACT:
Logistics improvements

IMPACT ON STORES
Redesigned interior and exterior

PEOPLE IMPACT:
Transformed the DIA culture

CUSTOMER IMPACT:
+50% increase in NPS

IMPACT ON OCX:
Granular measurement of CX metrics